

**Appointments to Indeterminate and Term Positions - CBSA -
 2005 to 2021**

Year	Number of Appointments to Black Employees	Number of Appointments to Visible Minorities	Number of Appointments
2005	31	155	3,711
2006	49	270	2,842
2007	73	386	4,156
2008	65	344	4,082
2009	35	209	2,260
2010	41	220	2,230
2011	63	316	2,887
2012	38	221	1,599
2013	31	270	1,858
2014	42	308	2,142
2015	33	365	2,238
2016	36	285	2,109
2017	29	237	2,054
2018	32	301	2,655
2019	57	401	3,258
2020	47	367	2,720
2021	31	215	1,868

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Q1, Q2, Q3

CBSA Organization by Age Bands - 2005 to 2021

Year	29 and under	30-34	35-39	40-44	45-49	50-54	55-59	60+	All
2005	1320	1125	1321	1584	1691	1594	783	235	9,653
2006	1704	1503	1584	1891	1950	1912	1006	292	11,842
2007	1996	1679	1636	1964	2003	1963	1053	351	12,645
2008	2467	1996	1818	1996	2029	2021	1106	373	13,806
2009	2847	2311	1986	2034	2117	2001	1141	425	14,862
2010	2629	2437	2027	1984	2159	1982	1182	477	14,877
2011	2412	2540	2131	2024	2146	2002	1201	516	14,972
2012	2201	2658	2342	2057	2212	2045	1207	534	15,256
2013	1768	2659	2438	2104	2143	2049	1178	525	14,864
2014	1419	2638	2584	2170	2132	2101	1049	462	14,555
2015	1262	2530	2729	2191	2096	2153	1102	492	14,555
2016	1160	2427	2782	2271	2096	2125	1147	509	14,517
2017	1117	2167	2739	2340	2048	2083	1195	525	14,214
2018	1151	1992	2787	2441	2106	2041	1238	588	14,344
2019	1319	1746	2721	2532	2092	1951	1330	616	14,307
2020	1703	1719	2683	2725	2139	1937	1392	644	14,942
2021	1806	1654	2616	2787	2235	1997	1418	729	15,242

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year

Q4

CBSA Organization by Age Bands - Black Employees - 2005 to 2021

Year	29 and under	30-34	35-39	40-44	45-49	50-54	55-59	60+	All
2005	10	18	26	18	10	21	28	15	146
2006	23	35	32	36	18	22	25	27	218
2007	27	37	33	40	13	25	24	27	226
2008	27	50	40	52	22	21	24	28	264
2009	27	47	43	47	29	18	21	32	264
2010	29	54	53	49	30	14	24	33	286
2011	24	59	73	53	44	20	23	32	328
2012	26	70	76	55	57	20	25	32	361
2013	22	65	80	53	65	25	21	34	365
2014	15	60	82	62	59	35	17	22	352
2015	10	46	79	69	57	40	20	22	343
2016	6	32	72	82	57	45	23	22	339
2017	5	23	67	78	54	56	22	22	327
2018	3	17	61	82	54	61	23	21	322
2019	10	17	49	82	62	56	26	21	323
2020	14	20	50	86	65	57	32	23	347
2021	15	18	54	78	78	52	45	23	363

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year who had declared as "Black"

Q5

CBSA Organization by Years of Service Bands - 2005 to 2021

Year	0-4	5-9	10-14	15-19	20-24	25-29	30+	All
2005	2262	1197	1231	1518	1381	1146	854	9,653
2006	2880	1969	1091	2048	1273	1402	1092	11,843
2007	3026	2589	952	2206	1123	1495	1157	12,645
2008	3699	3010	1085	2105	1196	1482	1139	13,806
2009	4572	3209	1251	1842	1311	1409	1186	14,862
2010	4507	3153	1590	1370	1657	1342	1180	14,877
2011	4224	3223	2056	1060	1884	1097	1331	14,972
2012	3967	3292	2660	934	1997	949	1372	15,256
2013	2858	3797	2976	1019	1890	998	1254	14,864
2014	1924	4536	3141	1196	1642	1060	1056	14,555
2015	1729	4559	3126	1516	1247	1359	972	14,555
2016	1686	4330	3137	1951	957	1542	862	14,517
2017	1736	3727	3092	2402	835	1621	801	14,214
2018	2215	2621	3509	2691	903	1519	848	14,344
2019	2782	1585	3939	2727	1014	1321	906	14,307
2020	3462	1555	3888	2705	1281	991	1060	14,942
2021	3699	1554	3702	2724	1655	769	1139	15,242

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year

Q6

CBSA Organization by Years of Service Bands - Black Employees - 2005 to 2021

Year	0-4	5-9	10-14	15-19	20-24	25-29	30+	All
2005	29	20	20	19	20	21	17	146
2006	64	37	24	31	16	24	21	218
2007	54	53	19	40	13	25	21	226
2008	66	78	19	37	20	22	22	264
2009	57	84	22	35	23	15	28	264
2010	69	91	28	28	25	16	29	286
2011	94	88	50	22	33	14	27	328
2012	86	107	68	19	41	11	29	361
2013	60	122	81	20	36	19	26	365
2014	38	132	93	24	30	21	14	352
2015	23	128	100	32	24	21	15	343
2016	10	122	94	54	19	27	13	339
2017	10	81	102	68	19	31	16	327
2018	13	54	109	80	20	27	19	322
2019	38	33	110	79	19	28	16	323
2020	66	29	108	82	22	19	21	347
2021	70	26	109	73	48	14	23	363

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year who declared as "Black"

Q7

**CBSA Organization -
 Black Employees -
 2005 to 2021**

Year	Count
2005	146
2006	218
2007	226
2008	264
2009	264
2010	286
2011	328
2012	361
2013	365
2014	352
2015	343
2016	339
2017	327
2018	322
2019	323
2020	347
2021	363

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year who had declared as "Black"

Q8

CBSA Organization by Major Occupational Groups - 2005 to 2021

Year	AS	CR	CS	EC	EX	FB	FI	PE	PM	Other	Grand Total
2005	326	1243	316	0	120	0	33	101	6317	1197	9653
2006	454	1637	373	0	138	0	63	131	8406	641	11843
2007	518	1800	437	0	148	0	79	188	8896	579	12645
2008	638	1872	520	0	155	9181	86	209	657	488	13806
2009	774	1909	609	0	174	10386	94	221	241	454	14862
2010	770	1824	605	51	173	10427	119	253	232	423	14877
2011	794	1729	615	78	174	10605	132	295	135	415	14972
2012	885	1687	713	104	185	10591	157	308	195	431	15256
2013	854	1570	732	100	189	10431	153	295	141	399	14864
2014	834	1414	785	120	185	10258	164	299	119	377	14555
2015	819	1365	781	132	183	10326	182	293	122	352	14555
2016	812	1344	746	143	193	10335	173	297	117	357	14517
2017	778	1273	681	139	179	10281	170	275	110	328	14214
2018	820	1276	652	159	170	10297	189	313	112	356	14344
2019	860	1310	604	167	186	10251	182	286	113	348	14307
2020	1026	1425	647	259	188	10340	216	309	148	384	14942
2021	1129	1417	722	317	200	10354	235	322	152	394	15242

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year

Q9

CBSA Organization by Major Occupational Groups - All Visible Minority Groups - 2005 to 2021

Year	AS	CR	CS	EC	EX	FB	FI	PE	PM	Other	Grand Total
2005	23	154	50	0	0	0	3	6	456	75	767
2006	37	245	65	0	1	0	8	10	773	52	1191
2007	40	248	68	0	4	0	9	14	834	43	1260
2008	49	301	86	0	7	967	11	26	66	53	1566
2009	63	288	96	0	11	1046	16	24	18	37	1599
2010	75	276	130	7	12	1072	29	24	16	36	1677
2011	89	323	145	11	13	1240	37	33	14	32	1937
2012	102	354	173	20	13	1310	51	40	18	37	2118
2013	102	338	183	20	13	1324	52	44	13	39	2128
2014	110	315	202	26	13	1337	54	49	11	38	2155
2015	110	304	200	24	19	1398	58	50	12	45	2220
2016	105	317	194	28	22	1440	57	48	12	53	2276
2017	102	295	175	26	21	1423	57	42	11	44	2196
2018	103	332	171	29	17	1479	60	41	8	41	2281
2019	111	367	160	27	20	1531	49	43	8	46	2362
2020	131	342	163	44	20	1525	52	44	10	49	2380
2021	138	330	178	57	22	1550	56	44	11	52	2438

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year who had declared as a "Visible Minority"

Q10

CBSA Organization by Major Occupational Groups - Black Employees - 2005 to 2021

Year	AS	CR	CS	EC	EX	FB	FI	PE	PM	Other	Grand Total
2005	5	39	9	0	0	0	3	2	73	15	146
2006	10	54	10	0	0	0	4	4	127	9	218
2007	9	50	10	0	0	0	5	4	140	8	226
2008	13	54	12	0	1	153	6	9	10	6	264
2009	12	49	15	0	2	166	7	8	2	3	264
2010	13	48	22	1	3	169	10	9	5	6	286
2011	15	56	21	3	3	200	11	11	5	3	328
2012	17	65	23	4	2	213	16	14	4	3	361
2013	19	64	22	5	2	215	16	14	3	5	365
2014	21	53	22	5	2	207	18	17	3	4	352
2015	19	48	22	5	3	205	17	18	2	4	343
2016	17	46	20	7	5	205	16	17	1	5	339
2017	17	44	17	7	6	204	15	12	1	4	327
2018	18	45	16	8	4	200	16	11	1	3	322
2019	21	45	16	5	3	201	12	15	1	4	323
2020	22	43	20	9	3	215	12	18	1	4	347
2021	19	44	23	9	4	225	16	17	1	5	363

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year who had declared as "Black"

Q11

CBSA Organization by Salary Ranges - 2005 to 2021

Year	Under \$50,000	\$50,000 to \$59,999	\$60,000 to \$69,999	\$70,000 to \$79,999	\$80,000 to \$89,999	\$90,000 to \$99,999	\$100,000 and over	Grand Total
2005	3811	4313	835	331	135	114	68	9607
2006	2129	7774	722	607	200	129	102	11663
2007	2236	7139	1681	839	287	167	146	12495
2008	2359	7715	1924	980	358	220	157	13713
2009	2206	6565	3971	1171	424	263	189	14789
2010	1828	1650	7766	2140	662	376	403	14825
2011	1669	1566	7123	3038	686	401	437	14920
2012	1547	1479	7086	3355	806	451	484	15208
2013	1385	1268	7089	3170	927	478	516	14833
2014	1196	1250	6801	3002	1134	542	618	14543
2015	1156	1301	1091	7676	1614	986	725	14549
2016	1143	1250	1181	7588	1611	996	738	14507
2017	1087	1179	1383	7302	1550	995	717	14213
2018	338	1759	1676	7056	1623	883	1009	14344
2019	434	1362	1065	1060	7540	1350	1496	14307
2020	512	1476	1285	1094	7528	1463	1584	14942
2021	155	1417	1443	1384	7369	1705	1769	15242

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year

Q12

CBSA Organization by Salary Ranges - All Visible Minority Groups - 2005 to 2021

Year	Under \$50,000	\$50,000 to \$59,999	\$60,000 to \$69,999	\$70,000 to \$79,999	\$80,000 to \$89,999	\$90,000 to \$99,999	\$100,000 and over	Grand Total
2005	367	315	46	27	8	2	0	765
2006	286	760	73	45	9	7	0	1180
2007	283	725	139	69	28	9	2	1255
2008	327	876	186	118	33	10	7	1557
2009	308	583	493	141	42	16	12	1595
2010	257	183	866	238	66	40	26	1676
2011	297	207	860	418	74	47	32	1935
2012	302	226	887	510	95	57	39	2116
2013	274	205	919	504	104	70	51	2127
2014	245	229	861	502	161	84	73	2155
2015	240	240	178	1065	269	134	94	2220
2016	253	225	202	1070	283	140	101	2274
2017	232	181	230	1034	265	153	101	2196
2018	98	348	275	986	287	122	165	2281
2019	126	310	186	178	1139	210	213	2362
2020	102	307	172	190	1151	222	236	2380
2021	37	274	220	218	1158	273	258	2438

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year who had declared as a "Visible Minority"

Q13

CBSA Organization by Salary Ranges - Black Employees - 2005 to 2021

Year	Under \$50,000	\$50,000 to \$59,999	\$60,000 to \$69,999	\$70,000 to \$79,999	\$80,000 to \$89,999	\$90,000 to \$99,999	\$100,000 and over	Grand Total
2005	81	49	9	3	2	1	0	145
2006	67	124	12	10	2	1	0	216
2007	56	122	29	12	6	1	0	226
2008	57	145	33	20	6	2	1	264
2009	51	79	99	20	8	4	3	264
2010	48	34	140	37	11	10	6	286
2011	56	35	130	81	12	8	6	328
2012	59	40	131	96	21	8	6	361
2013	54	32	143	92	26	8	9	364
2014	44	29	131	90	34	9	15	352
2015	40	21	26	175	39	24	18	343
2016	38	21	20	174	40	25	21	339
2017	36	24	19	162	38	27	21	327
2018	10	43	23	152	33	35	26	322
2019	11	45	25	15	161	32	34	323
2020	12	43	32	25	167	33	35	347
2021	5	35	40	34	172	38	39	363

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year who had declared as "Black"

Q14

**CBSA Employees that make at least
 \$100,000 - Black Employees - 2005 to 2021**

Year	\$100,000 and over	Grand Total	% that make \$100,000 and over
2005	0	146	0.0%
2006	0	218	0.0%
2007	0	226	0.0%
2008	1	264	0.4%
2009	3	264	1.1%
2010	6	286	2.1%
2011	6	328	1.8%
2012	6	361	1.7%
2013	9	365	2.5%
2014	15	352	4.3%
2015	18	343	5.2%
2016	21	339	6.2%
2017	21	327	6.4%
2018	26	322	8.1%
2019	34	323	10.5%
2020	35	347	10.1%
2021	39	363	10.7%

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year who had declared as "Black"

Q24

**CBSA Employees that make at least
 \$100,000 - Visible Minorities - 2005 to 2021**

Year	\$100,000 and over	Grand Total	% that make \$100,000 and over
2005	0	765	0.0%
2006	0	1180	0.0%
2007	2	1255	0.2%
2008	7	1557	0.4%
2009	12	1595	0.8%
2010	26	1676	1.6%
2011	32	1935	1.7%
2012	39	2116	1.8%
2013	51	2127	2.4%
2014	73	2155	3.4%
2015	94	2220	4.2%
2016	101	2274	4.4%
2017	101	2196	4.6%
2018	165	2281	7.2%
2019	213	2362	9.0%
2020	236	2380	9.9%
2021	258	2438	10.6%

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year who had declared as a "Visible Minority"

Q25

Promotion Rates - Black Employees - 2005 to 2021

Year	Promotions - Black Employees	Black Employees*	% of Black Employees that were promoted
2005	42	146	28.8%
2006	16	218	7.3%
2007	25	226	11.1%
2008	30	264	11.4%
2009	19	264	7.2%
2010	14	286	4.9%
2011	21	328	6.4%
2012	9	361	2.5%
2013	9	365	2.5%
2014	16	352	4.5%
2015	14	343	4.1%
2016	11	339	3.2%
2017	14	327	4.3%
2018	15	322	4.7%
2019	35	323	10.8%
2020	27	347	7.8%
2021	14	363	3.9%

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year who had declared as "Black"

Promotions: Employees promoted in that calendar year. Promotions in 2021 are ones recorded up to August 31, 2021

Q1, Q6, Q16, Q18

**Promotion Rates - Employees that are not Black -
 2005 to 2021**

Year	Promotions - Employees that are not Black	Employees that are not black*	% of Employees that are not black that were promoted
2005	2047	9507	21.5%
2006	1113	11624	9.6%
2007	1370	12419	11.0%
2008	1237	13542	9.1%
2009	598	14598	4.1%
2010	680	14591	4.7%
2011	815	14644	5.6%
2012	337	14895	2.3%
2013	608	14499	4.2%
2014	541	14203	3.8%
2015	838	14212	5.9%
2016	732	14178	5.2%
2017	772	13887	5.6%
2018	891	14022	6.4%
2019	1168	13984	8.4%
2020	1172	14595	8.0%
2021	688	14879	4.6%

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year who had not declared as "Black"

Promotions: Employees promoted in that calendar year. Promotions in 2021 are ones recorded up to August 31, 2021

Q2, Q7, Q17

Promotion Rates - Black Female Employees - 2005 to 2021

Year	Promotions - Black Female Employees	Black Female Employees*	% of Black Female Employees that were promoted
2005	27	78	34.6%
2006	8	121	6.6%
2007	13	124	10.5%
2008	18	151	11.9%
2009	13	152	8.6%
2010	7	163	4.3%
2011	10	181	5.5%
2012	6	201	3.0%
2013	5	202	2.5%
2014	10	195	5.1%
2015	6	186	3.2%
2016	6	184	3.3%
2017	10	181	5.5%
2018	11	178	6.2%
2019	19	175	10.9%
2020	14	187	7.5%
2021	11	195	5.6%

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year who had declared as "Black" and are Female

Promotions: Employees promoted in that calendar year. Promotions in 2021 are ones recorded up to August 31, 2021

**Promotion Rates within the EX Group - Black
 Employees - 2005 to 2021**

Year	Promotions - Black Employees	Black Employees*	% of Black Employees that were promoted
2005	0	0	N/A
2006	0	0	N/A
2007	0	0	N/A
2008	0	1	0.0%
2009	0	2	0.0%
2010	0	4	0.0%
2011	0	3	0.0%
2012	1	2	50.0%
2013	0	2	0.0%
2014	0	2	0.0%
2015	0	3	0.0%
2016	1	5	20.0%
2017	2	6	33.3%
2018	0	4	0.0%
2019	0	3	0.0%
2020	0	3	0.0%
2021	1	4	25.0%

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year who are EX's who had declared as "Black"

Promotions: Employees promoted in that calendar year. Promotions in 2021 are ones recorded up to August 31, 2021

**Promotion Rates within the EX Group - Employees
that are not Black - 2005 to 2021**

Year	Promotions - Employees that are not Black	Employees that are not Black*	% of Employees that were not Black that were promoted
2005	4	126	3.2%
2006	6	149	4.0%
2007	7	165	4.2%
2008	19	166	11.4%
2009	4	178	2.2%
2010	10	186	5.4%
2011	13	191	6.8%
2012	28	207	13.5%
2013	7	189	3.7%
2014	13	185	7.0%
2015	5	182	2.7%
2016	5	190	2.6%
2017	15	175	8.6%
2018	16	168	9.5%
2019	13	185	7.0%
2020	18	187	9.6%
2021	9	198	4.5%

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year who are EX's who had declared as "Black"

Promotions: Employees promoted in that calendar year. Promotions in 2021 are ones recorded up to August 31, 2021

**Promotion Rates from the EX minus 1 Group to the EX
Group or EX Equivalent Group - Black Employees -
2005 to 2021**

Year	Promotions - Black Employees	Black Employees*	% of Black Employees that were promoted
2005	0	0	N/A
2006	0	4	N/A
2007	0	5	N/A
2008	0	5	0.0%
2009	0	4	0.0%
2010	0	7	0.0%
2011	0	5	0.0%
2012	0	7	0.0%
2013	0	8	0.0%
2014	0	9	0.0%
2015	0	10	0.0%
2016	1	11	9.1%
2017	1	9	11.1%
2018	0	9	0.0%
2019	0	7	0.0%
2020	1	8	12.5%
2021	0	12	0.0%

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year who are EX minus 1's who had declared as "Black"

Promotions: Employees promoted in that calendar year. Promotions in 2021 are ones recorded up to August 31, 2021

Promotion Rates from the EX minus 1 Group to the EX Group or EX Equivalent Group - Employees that are not Black - 2005 to 2021

Year	Promotions - Employees that are not Black	Employees that are not Black*	% of Employees that were not Black that were promoted
2005	4	41	9.8%
2006	3	264	1.1%
2007	11	347	3.2%
2008	16	370	4.3%
2009	3	463	0.6%
2010	10	541	1.8%
2011	5	557	0.9%
2012	9	636	1.4%
2013	7	469	1.5%
2014	5	485	1.0%
2015	9	480	1.9%
2016	11	477	2.3%
2017	7	326	2.1%
2018	15	315	4.8%
2019	10	272	3.7%
2020	10	434	2.3%
2021	10	474	2.1%

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year who are EX minus 1's who had declared as "Black"

Promotions: Employees promoted in that calendar year. Promotions in 2021 are ones recorded up to August 31, 2021

**Promotion Rates from the EX minus 1 Group to the EX
Group - Black Employees - 2005 to 2021**

Year	Promotions - Black Employees	Black Employees*	% of Black Employees that were promoted
2005	0	0	N/A
2006	0	4	N/A
2007	0	5	N/A
2008	0	5	0.0%
2009	0	4	0.0%
2010	0	7	0.0%
2011	0	5	0.0%
2012	0	7	0.0%
2013	0	8	0.0%
2014	0	9	0.0%
2015	0	10	0.0%
2016	1	11	9.1%
2017	0	9	0.0%
2018	0	9	0.0%
2019	0	7	0.0%
2020	1	8	12.5%
2021	0	12	0.0%

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year who are EX minus 1's who had declared as "Black"

Promotions: Employees promoted in that calendar year. Promotions in 2021 are ones recorded up to August 31, 2021

Promotion Rates from the EX minus 1 Group to the EX Group - Employees that are not Black - 2005 to 2021

Year	Promotions - Employees that are not Black	Employees that are not Black*	% of Employees that were not Black that were promoted
2005	3	41	7.3%
2006	3	264	1.1%
2007	8	347	2.3%
2008	16	370	4.3%
2009	3	463	0.6%
2010	8	541	1.5%
2011	5	557	0.9%
2012	8	636	1.3%
2013	4	469	0.9%
2014	5	485	1.0%
2015	8	480	1.7%
2016	7	477	1.5%
2017	5	326	1.5%
2018	14	315	4.4%
2019	9	272	3.3%
2020	9	434	2.1%
2021	7	474	1.5%

Source: CAS, August 31, 2021

Prepared by: Strategic Workforce Management Division, HRB

Includes: Indeterminate and Determinate Employees as of April 1 of that year who are EX minus 1's who had declared as "Black"

Promotions: Employees promoted in that calendar year. Promotions in 2021 are ones recorded up to August 31, 2021